

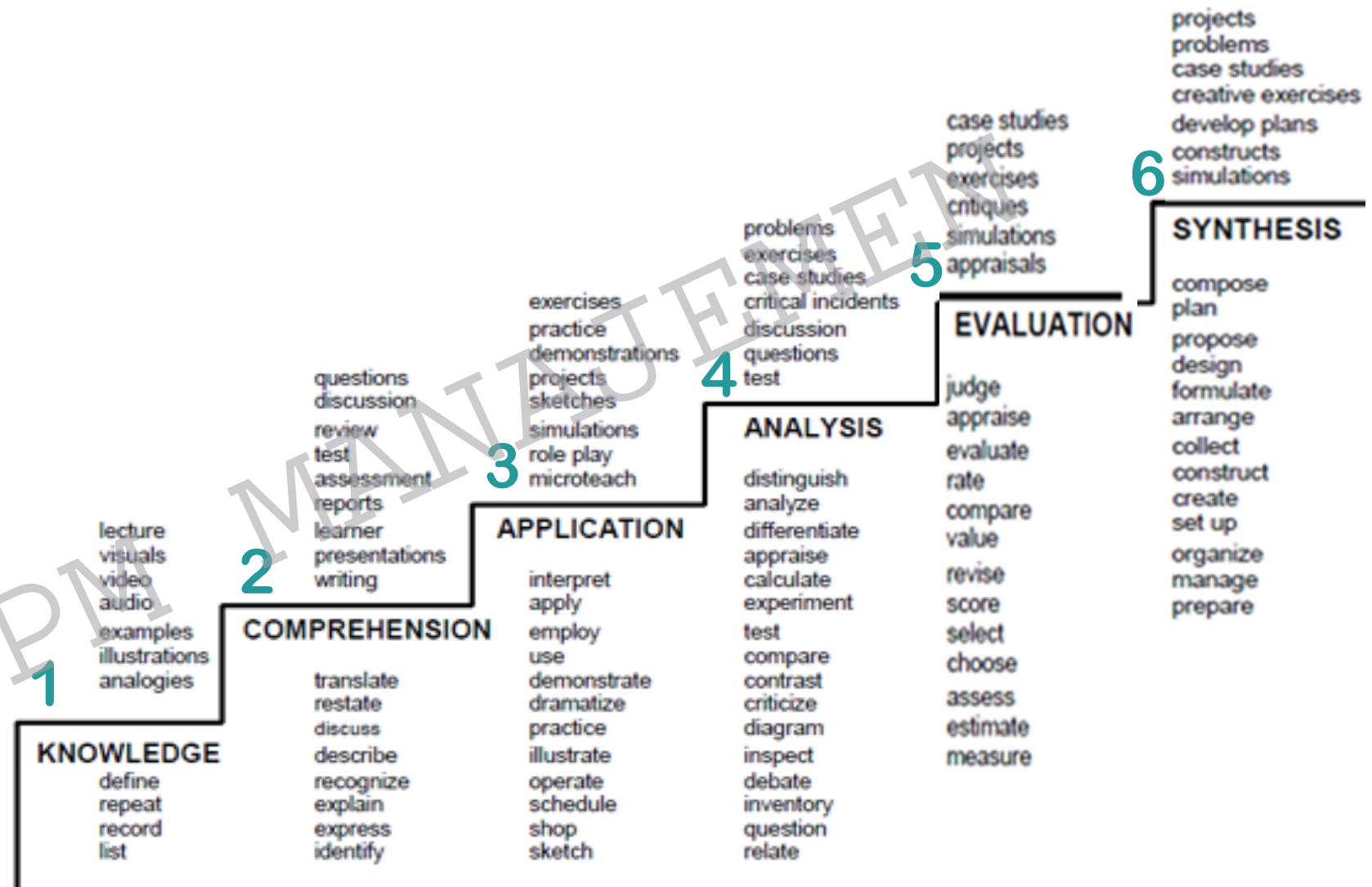


© 2019 PT Binaman Utama (PPM Manajemen). Hak cipta dilindungi oleh Undang-Undang dan mengacu kepada hukum perundang-undangan hak cipta yang berlaku di Indonesia. Dilarang memperbanyak dan menyebarkan sebagian dari isi atau seluruhnya dalam bentuk dan dengan cara apa pun juga, baik secara mekanis maupun elektronik, termasuk fotokopi, rekaman, dan lain-lain tanpa izin tertulis dari PT Binaman Utama (PPM Manajemen).

Designing Learning Solutions



Bloom's Taxonomy



Defining Learning Objectives

CONTOH

**Jabatan Pekerjaan :
HR Manager**

Learning Objectives & Theme

Tugas dan Tanggung Jawab	Tolok Ukur Keberhasilan	Tuntutan Perilaku SDM	Kompetensi
Menganalisis masukan, informasi dan data yang diperoleh	Tersedianya data-data yang akurat yang mendukung sasaran dan rencana HR Department	Mampu bekerja sama dengan Departemen lain dalam mengumpulkan data-data yang dibutuhkan	Information Seeking (INFO) Team Work (TW)
		Mampu menganalisis data dan informasi yang diperoleh	Analytical Thinking (AT) HR Concept (HRC) English Communication (EC)
Menganalisis sasaran HR Department yang akan dicapai dalam 5 tahun yang akan datang	Tersedianya kebijakan dasar dan perencanaan strategik HRD Department	Mampu menganalisis data dan merangkumnya menjadi kebijakan dasar HR	Analytical Thinking (AT) HR Concept (HRC) English Communication (EC)
Menterjemahkan sasaran 5 tahun ke depan dalam program kerja tahunan	Tersedianya program kerja tahunan sesuai dengan sasaran HR Department	Mampu menganalisis data dan kebijakan dasar HR menjadi program kerja tahunan	Analytical Thinking (AT) Computer Literacy (CL) English Communication (EC) HR Concept (HRC)
Meningkatkan kompetensi bawahan	Kompetensi bawahan meningkat sesuai dengan standar kompetensi pekerjaan	Melakukan monitoring kompetensi secara periodik	Developing Others (DO) Directiveness (DIR)

6 Leadership Behaviours

Our Leadership Behaviours aligned to our Values

WORKING TOGETHER

We work collaboratively, always helping and communicating with each other



STRATEGIC & COMMERCIAL ACUMEN

We develop and astutely implement winning strategies



COLLABORATE

DELIVER

CARE

INNOVATE



We are relentless and resilient in delivering to highest standards of efficiency and effectiveness

GROWING TALENT

We care about our people, helping them to achieve their full potential



CUSTOMER CENTRICITY

We are passionate about our customers, putting them at the core of all our key decisions



LEADING INNOVATION & CHANGE

We constantly seek new and better ways to deliver value, and skilfully execute complex organisational changes



4 Level Leadership Capabilities Proficiency Platform

PROFICIENCY LEVELS

The proposed Capability Model has 4 key benchmark levels of proficiency based on an individual's level of experience and stage of career.

LEVEL	FOUNDATIONAL	INTERMEDIATE	ADVANCED	MASTERY
APPLICABILITY AND FOCUS	<i>Manage Self</i>	<i>Lead and influence Teams/ Others</i>	<i>Lead and influence within and beyond own Teams</i>	<i>Lead the Function or Business and drive delivery of business strategy</i>
WHAT'S EXPECTED (MAIN EMPHASIS)	<ul style="list-style-type: none"> Self –development, building solid career foundations for the future 	<ul style="list-style-type: none"> Emerging management and leadership skills (of self and small teams or specific projects), while continuing to build foundational capabilities that are applied for self and team 	<ul style="list-style-type: none"> Leadership of significant teams, requiring knowledge, understanding and application of all Capabilities and behaviours to delivery of objectives 	<ul style="list-style-type: none"> Leadership of a significant entity (LBU, Function, major project, etc.), requiring deep expertise in applying the Capability within and outside own areas of accountability (often across the whole business)

Leadership Capabilities: Summary by Proficiency Level



STRATEGIC AND COMMERCIAL ACUMEN

We develop and astutely implement winning strategies

Setting Strategies | Displaying Commercial Acumen

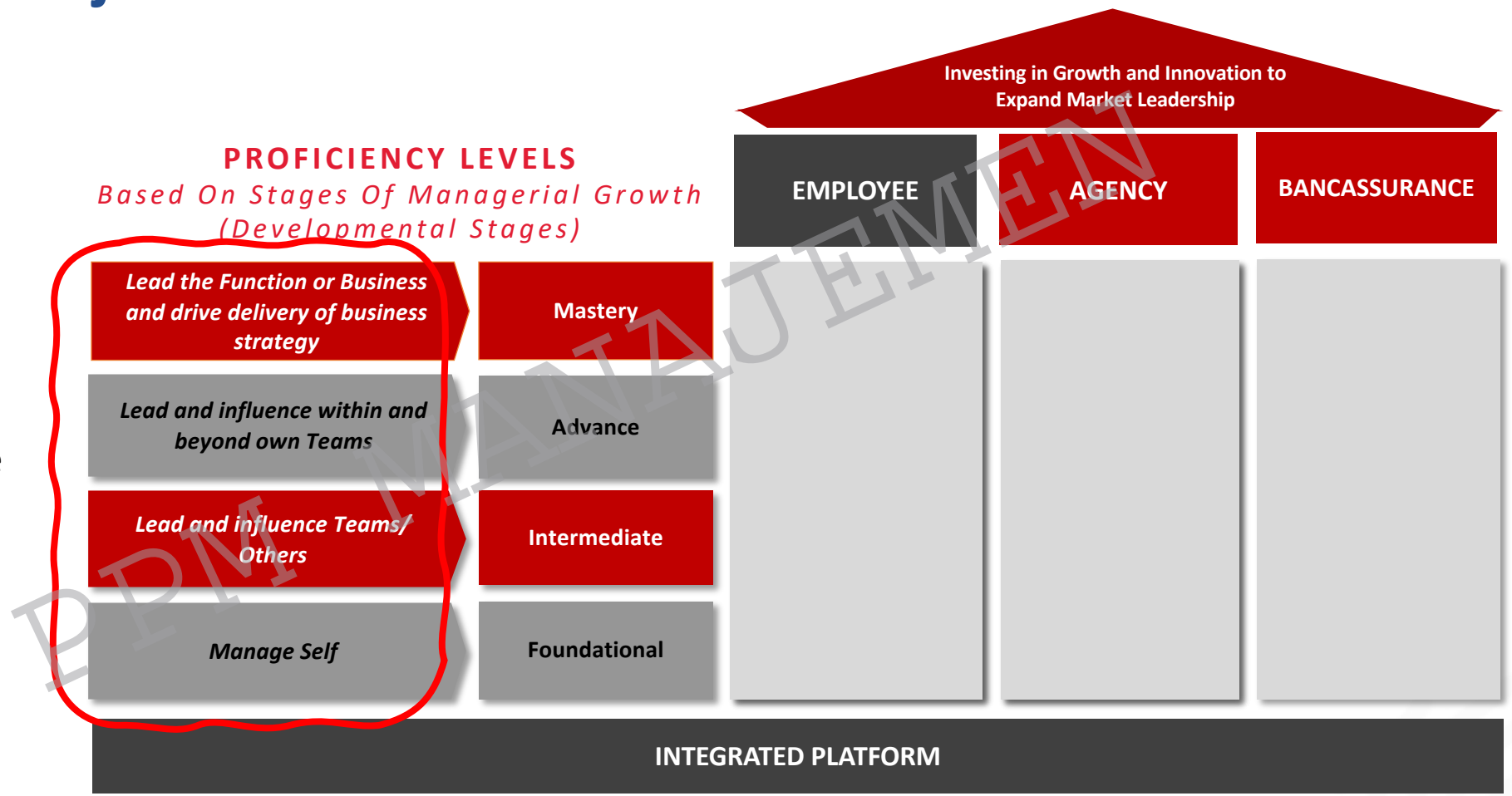
LEVEL	FOUNDATIONAL	INTERMEDIATE	ADVANCED	MASTERY
FOCUS	<i>Prioritise and deliver own objectives in alignment with the team strategy</i>	<i>Develop and roll out team plans aligned with the overall business strategy</i>	<i>Develop team strategies and ensure successful implementation by the team their contribution to business strategies</i>	<i>Develop and execute strategies and business plans that deliver sustained business success</i>
WHAT'S EXPECTED OF ME	<ul style="list-style-type: none"> I set objectives that are aligned with my team and LBU strategy I use common sense, knowledge of all relevant parts of the business and my own judgement to make sound, effective decisions 	<ul style="list-style-type: none"> I translate the functions' strategy into tangible objectives for my team I use my knowledge of the business and my own function to devise effective, implementable plans 	<ul style="list-style-type: none"> I clearly cascade the business strategy into my team's purpose, vision and goals I identify and act on changing customer, market and industry trends in ensuring my plans are relevant, commercially sensible and implementable 	<ul style="list-style-type: none"> I create and implement astute strategies which deliver immediate and long term competitive advantage I'm fully aware of how our business works and I ensure that all relevant factors (markets, competitors, regulations, industry and technology trends, etc.) are taken into account in creating effective, implementable plans

Defining Learning Objectives

CONTOH

Learning Path

Learning Theme



Defining Learning Objectives

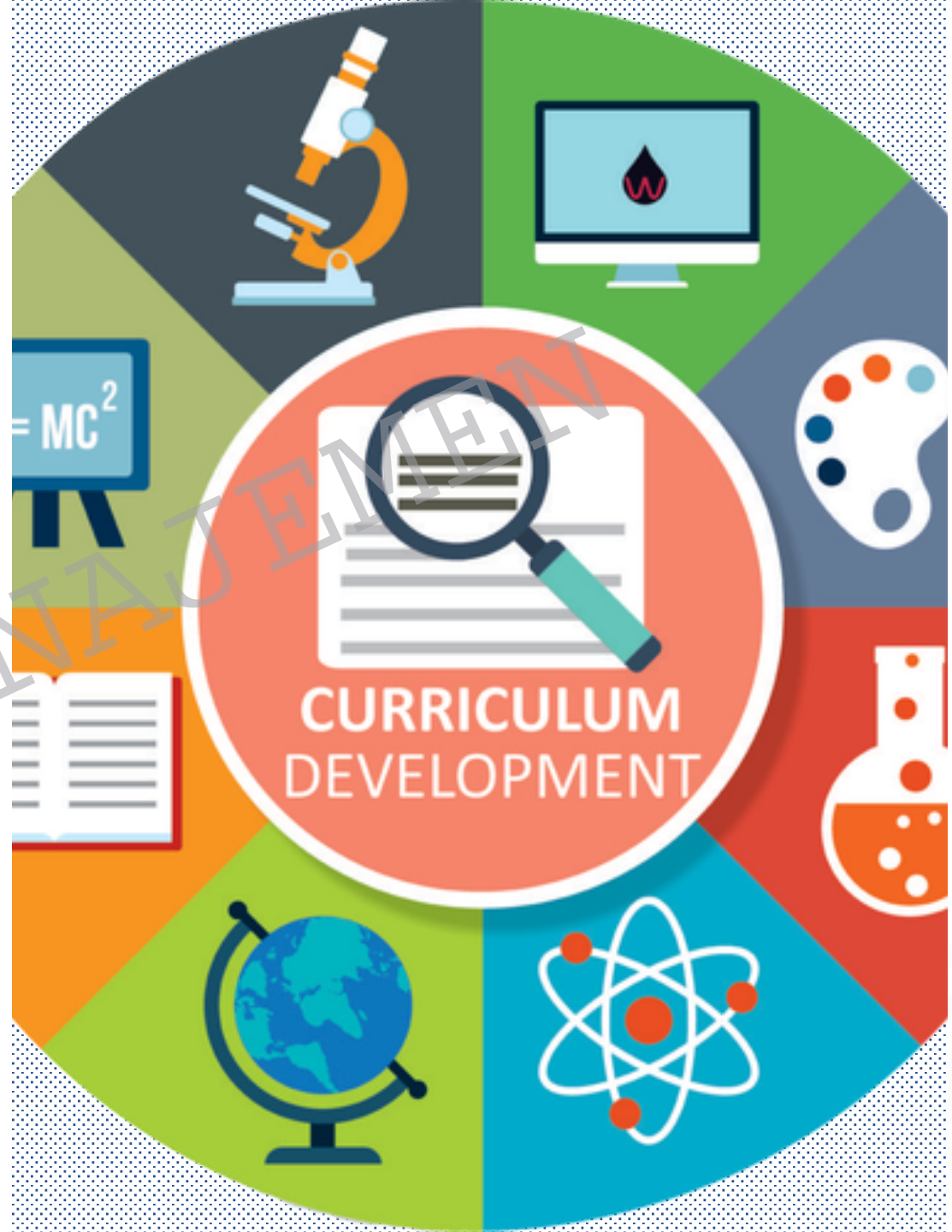
		Strategic and Commercial Acumen	Execution Excellence	Leading Innovation and Change	Customer Centricity	Growing Talent	Working Together
PERSONAL MASTERY	AGL		√	√	√		
	INF			√	√	√	√
	CRI		√	√	√		
	ACH		√			√	
BUSINESS MASTERY	ATG	√	√	√			
	FWT	√	√	√			
	PRS	√	√	√			
	CHG		√	√			
	CFO		√				
	ENT	√	√	√	√		
	INR			√	√	√	√
LEADERSHIP MASTERY	BCP			√	√		√
	DEV				√	√	

DISKUSI 3

Designing Learning Solution. - Defining Learning Objectives & Themes

PT Anugerah Perkasa Mobilindo (APM)

Designing Curriculum



Definition

Hubball and Gold (2007) define curriculum as *a coherent program of study that is responsive to the needs and circumstances of the pedagogical context and is carefully designed to develop students' knowledge, abilities and skills through multiple integrated and progressively challenging course learning experiences.*

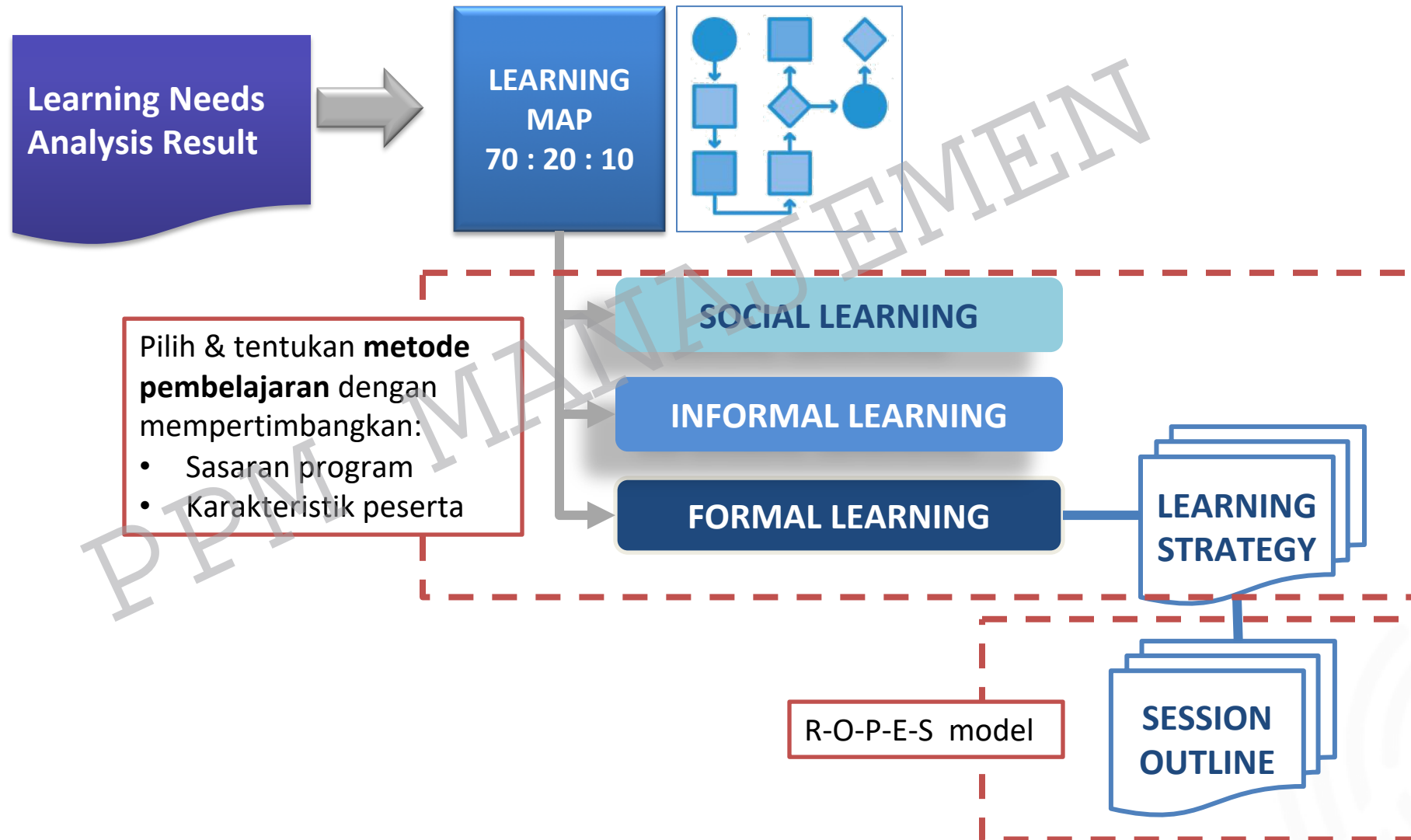
Characteristics of a Good Curriculum

- Easy to use
- Aligns with standards
- Specific enough for organizing learning
- Allows for instructor creativity and independence
- Appropriate for the learners' skill & knowledge levels
- Contains materials to measure achievement of objectives.

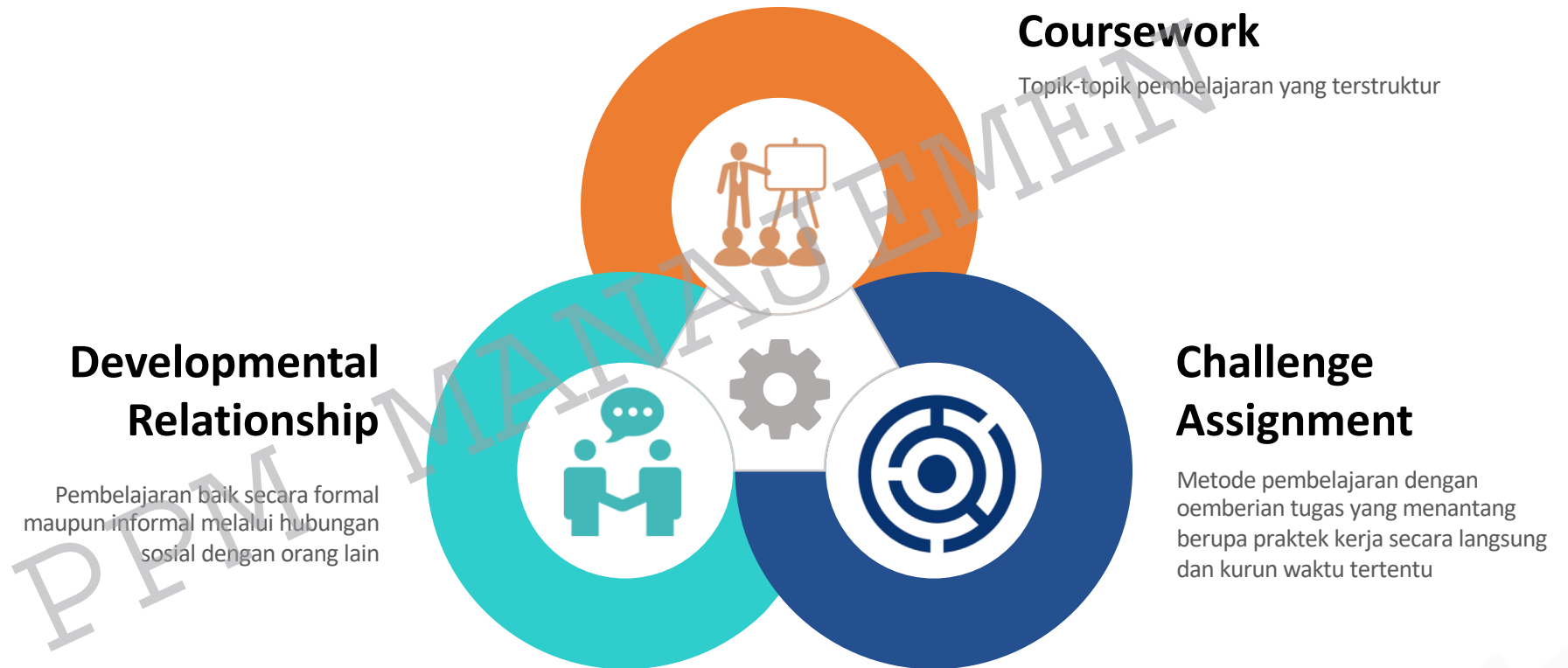
Learning Model



Designing Curriculum



Designing Curriculum



Developmental Relationship

1

Coaching

Proses pembelajaran yang diperoleh dari bimbingan, dan arahan atasan terkait pekerjaan dan kompetensi yang dilatihkan untuk meningkatkan kompetensi yang dilatihkan.

2

Mentoring

Peserta memberikan bimbingan dan arahan kepada mentee sesuai penunjukkan oleh Departemen Pengembangan Sistem dan Talent untuk membantu pengembangan diri secara komprehensif.

3

Group Learning

Berperan aktif dalam kelompok belajar bersama yang telah difasilitasi oleh Departemen Pengembangan Sistem dan Talent, sebagai sarana berbagi pengetahuan dan pengalaman untuk mendapatkan masukan dan alternatif solusi yang dibutuhkan

4

Communities of Practice

Mengikuti kegiatan berbagi pengetahuan (sharing knowledge) baik secara internal maupun eksternal (aktif dalam asosiasi tertentu).

5

Expert Advising

Mengikuti forum dengan narasumber terkait topik tertentu yang telah disediakan oleh Departemen Pengembangan Sistem dan Talent, sebagai sarana berbagi pengalaman dan konsultasi untuk mendapatkan masukan dan alternatif solusi yang dibutuhkan.

6

Seminars/Conference

Mengajukan dan mengikuti seminar/konferensi yang sesuai kebutuhan untuk memperbaharui pengetahuan di bidang terkait.

Challenge Assignment

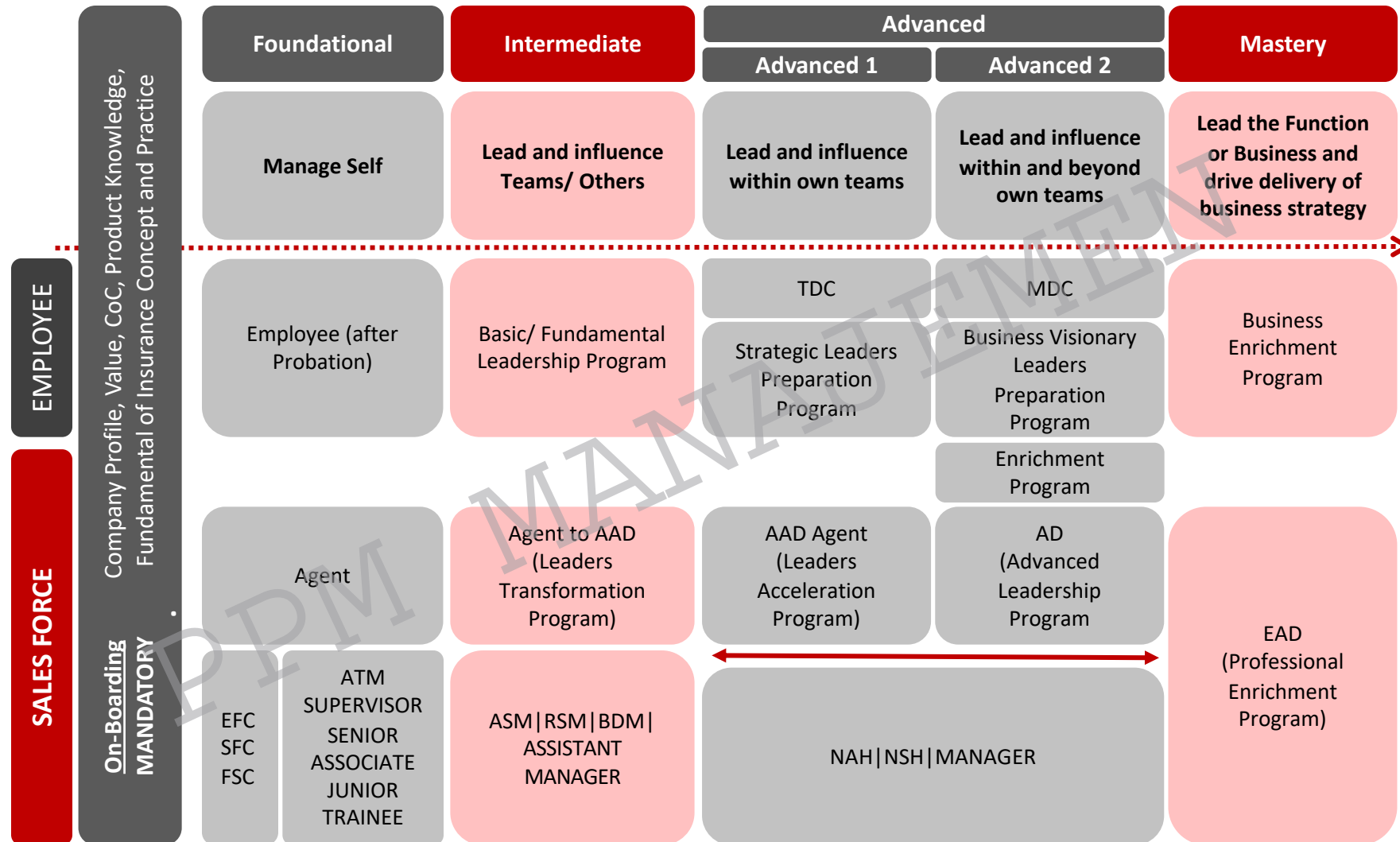
Short Term
Placement

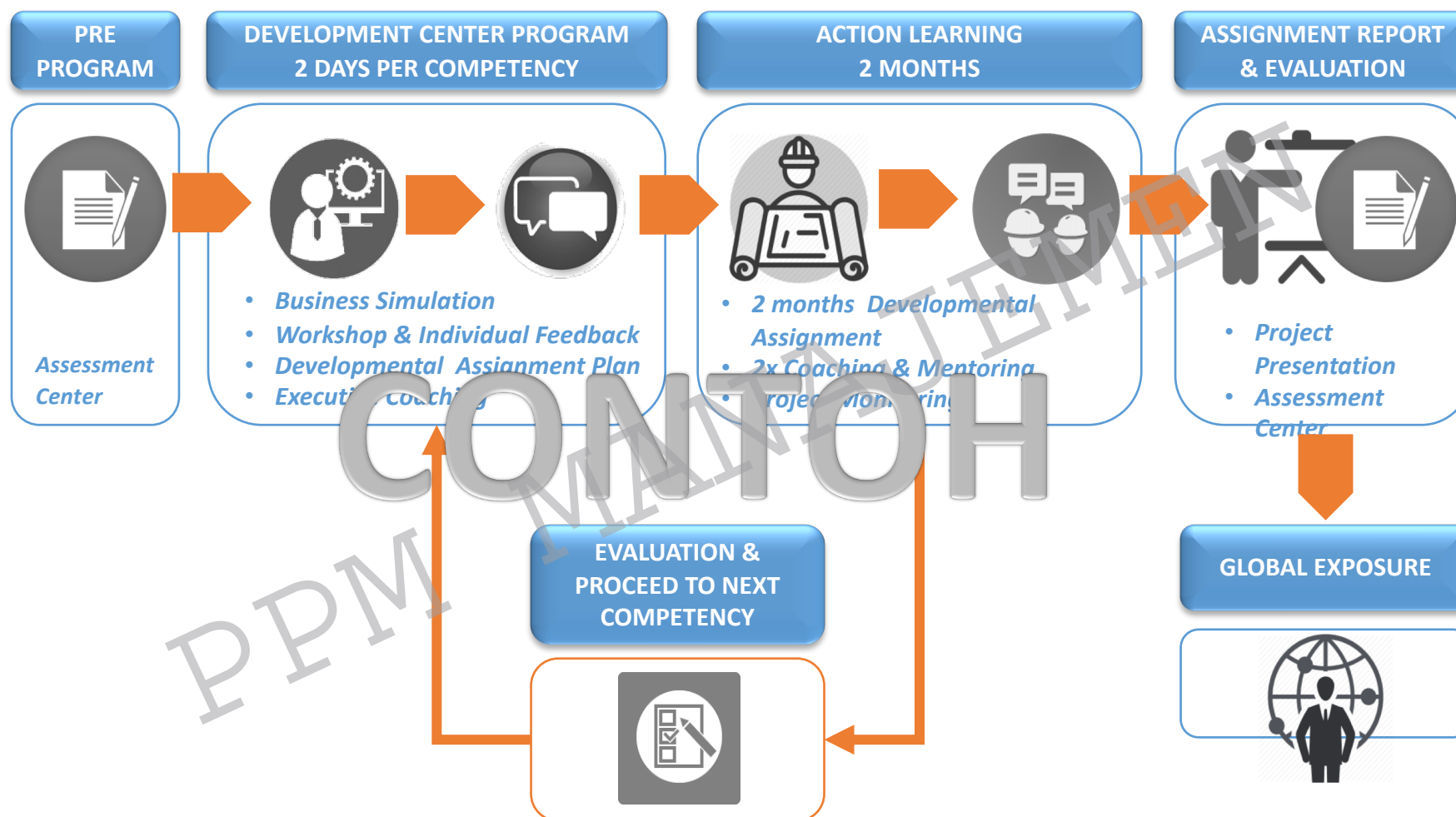
Rotational
Assignment

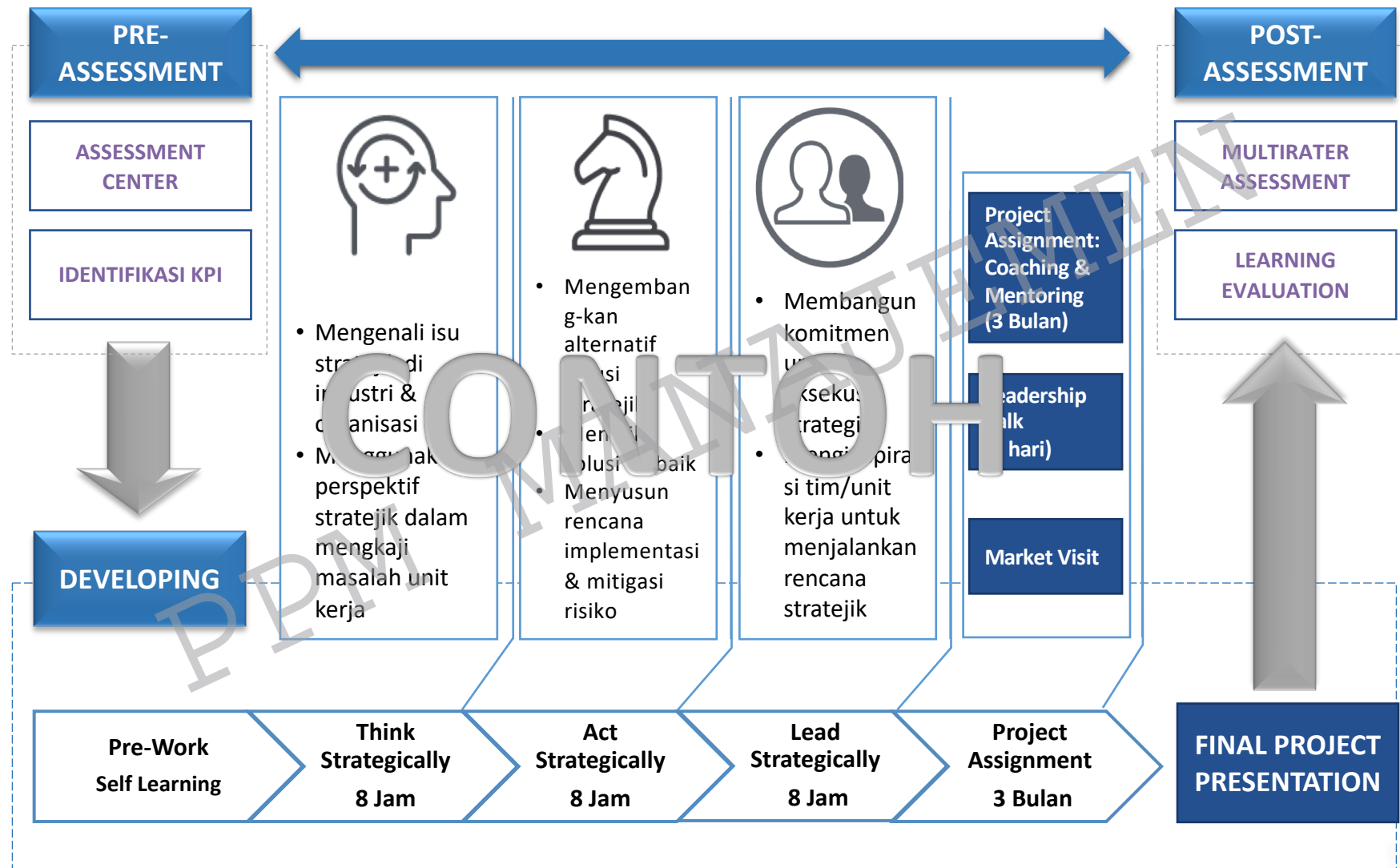
Culture
Internalization

Ad Hoc
Assignment

Training Road Map







DISKUSI 4

Designing Learning Solution - Designing Curriculum
PT Anugerah Perkasa Mobilindo (APM)